TD/B/41(2)/11
TD/B/WP/88

UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

Report of the Working Party on the Medium-term Plan and the Programme Budget on its twenty-fourth session

held at the Palais des Nations, Geneva,
from 12 to 14 December 1994

UNITED NATIONS

UNITED
NATIONS

TD

United Nations Conference
on Trade and Development

Distr.
GENERAL

TD/B/41(2)/11
TD/B/WP/88
6 February 1995

Original: ENGLISH

Report of the Working Party on the Medium-term Plan and the Programme Budget on its twenty-fourth session

held at the Palais des Nations, Geneva,
from 12 to 14 December 1994

GE.95-50355

CONTENTS

Chapter		Paragraphs
	Introduction	1 - 12
I.	Review of the technical cooperation activities of UNCTAD and their financing (agenda item 3) . . .	13 - 17
II.	Report by the Secretary-General of UNCTAD on the work of the secretariat on programme evaluation (agenda item 4)	
	and	
	Report by the Secretary-General of UNCTAD on economies as well as on the redeployment of resources (agenda item 5)	18 - 27
	A. Oral report on item 4	18
	B. Oral report on item 5	19
	C. General comments on agenda items 4 and 5 . . .	20 - 27
III.	Organizational matters	28 - 32
	A. Opening of the session	28
	B. Election of officers (agenda item 1)	29
	C. Adoption of the agenda and organization of work (agenda item 2)	30
	D. Provisional agenda for the twenty-fifth session of the Working Party (agenda item 6)	31
	E. Adoption of the report of the Working Party to the Trade and Development Board (agenda item 8)	32

ANNEXES

Annex	
I.	Review of the technical cooperation activities of UNCTAD and their financing: agreed conclusions
II.	Provisional agenda for the twenty-fifth session of the Working Party
III.	Membership and attendance

INTRODUCTION

1. The twenty-fourth session of the Working Party on the Medium-term Plan and the Programme Budget was held at the Palais des Nations, Geneva, from 12 to 14 December 1994. In the course of the session, the Working Party held three plenary meetings - the 105th to 107th meetings. All other meetings were informal and held in private.

2. In his opening statement, the **Officer-in-Charge of UNCTAD** recalled that the Working Party had last reviewed UNCTAD's technical cooperation activities at its twenty-first session in September 1992. That review had covered the period 1990-1991. Since then, the Trade and Development Board had undertaken a policy review of UNCTAD's technical cooperation, as requested by paragraph 68 of the Cartagena Commitment, on the basis of a report by two independent consultants, Dame Margaret Anstee and Mr. Leelananda de Silva. The Board had completed this exercise at the first part of its forty-first session, on 30 September 1994.

3. Referring to the report on technical cooperation now before the Working Party (TD/B/WP/84), which covered the period 1992-1993, and to the Statistical Annex (TD/B/WP/84/Add.1), which, *inter alia*, lists all the projects implemented by UNCTAD during the period under review, he pointed out that the documentation did not include the activities carried out by the former Centre for Transnational Corporations, which had joined UNCTAD towards the end of the reporting period. These activities had been reviewed separately by the Commission on Transnational Corporations at its twentieth session in May 1994. He added that, in order to better integrate the relevant technical cooperation, a section known as "Advisory Services on Investment and Technology" had been created in the secretariat earlier this year by combining the relevant operational activities of the Division for Transnational Corporations and Investment and the Division for Science and Technology.

4. He believed that good progress continued to be made in the technical cooperation programmes which were of direct practical benefit to developing countries and to economies in transition. The report described many of the achievements of activities carried out by Governments and institutions with UNCTAD's support - the launching of the trade efficiency initiative and the global trade point network; expansion in the secretariat's important software-based programmes, namely customs reform, debt management and cargo tracking; managing the port of Mogadishu in Somalia; helping countries accede to the GATT/WTO and otherwise follow-up on the Uruguay Round; analytical work on the trade/environment relationships; and advice and training on commodity risk management.

5. As indicated in the report, UNCTAD had managed to maintain its level of technical cooperation at an average of some US$20 million per annum over the past four years. This figure fell far short of the requirements of developing countries and of the new recipients - the countries in transition - in the areas coming under UNCTAD's mandate. But the maintenance of this level was a matter of some satisfaction, at a time when most United Nations agencies had suffered from a fall in resources, due in particular to the lower level of UNDP funding. UNCTAD had been able to maintain its programme thanks to a diversification policy which had led to increased contributions from bilateral donors and other sources, he reaffirmed the secretariat's appreciation of the extensive support UNCTAD was receiving from a wide range of countries and organizations. The secretariat estimated that, for 1994, its delivery, including those covering transnational corporations and investment, would show a small increase with respect to 1993.

6. As the Working Party had recognized at its previous session, priority setting in technical cooperation was a complex affair. The composition of the programme - as could be seen in the statistical distribution of projects and activities among Divisions - was a reflection of the following main factors: requests by beneficiaries, actions of donors, and work by the secretariat to implement relevant decisions of the intergovernmental machinery of UNCTAD. The secretariat had no *a priori* presumption of what the programme as a whole should look like. However, the secretariat did require each individual project to satisfy certain criteria - for example, that UNCTAD had the mandate, technical competence and capacity to deal with the issue at hand; and that the project activities be related to the work programme established by the medium-term plan and programme budget. There were also of course those criteria applicable to any technical cooperation process related to project design and so forth. There was very rarely a choice between projects, simply because funding arrangements were so heterogeneous. Thus priorities were in effect determined by the beneficiaries' selection among UNCTAD's technical cooperation activities and by donor willingness to support those activities for which UNCTAD had an established track record or which included new ideas and approaches that were in consonance with their assistance priorities. Confidence in UNCTAD by both recipients and donors was a key factor in this process.

7. One of the main features of UNCTAD's technical cooperation was its integration with the policy analysis and intergovernmental deliberations - an aspect which was again emphasized in the Cartagena Commitment, and which the secretariat constantly sought to maintain and enhance. A good example of this interaction was in the area of trade efficiency, where there was no doubt that the technical cooperation activities which UNCTAD had undertaken over the years in the areas of trade facilitation, customs computerization and cargo tracking, and more recently in the promotion of pilot trade points, had played an important

role in preparation and successful outcome of the United Nations International Symposium on Trade Efficiency held in October 1994 in Columbus, Ohio.

8. Cooperation between UNCTAD and the International Trade Centre UNCTAD/GATT on operational issues was an important matter. As he had observed at the recent meeting of the Joint Advisory Group of ITC, UNCTAD saw this cooperation as qualitatively different from that relating to the parent body responsibility. UNCTAD would pursue, with ITC, practical arrangements for better complementarity and cooperation on specific operational programmes and would report thereon to the Board, as requested. From the perspective of UNCTAD, the issue had become more urgent for two reasons. First, the follow-up to the trade efficiency initiative which had culminated in Columbus, and which the Board had begun to address at its eighth executive session in early December, involved elements of business information - an area where ITC had a long experience. And secondly, the technical cooperation activities of the newly transferred United Nations Programme on Transnational Corporations naturally included issues relating to investment at the enterprise level. Synergies between UNCTAD's technical cooperation activities in this area and those of ITC with respect to export promotion would need to be explored further. Moreover, the relationship between ITC and UNCTAD on technical cooperation was likely to gain in importance with the imminent establishment of the World Trade Organization (WTO).

9. The secretariat had taken note of the conclusions of the Board on the policy issues involved in technical cooperation and would be guided accordingly. For the future, the secretariat would, as requested, continue to give priority to Africa and to the LDCs in other regions, by attempting to mobilize the necessary resources to this effect.

10. On the matter of financing, he expressed particular concern about the availability of resources to assist beneficiary countries, especially in Africa, in their implementation of the results of the Uruguay Round, as requested earlier this year by the Board. The main reason for this was the decline in UNDP resources for regional and interregional programmes which had traditionally financed UNCTAD's activities in this field. UNCTAD would have to turn to other sources for funds for these activities and he hoped it would be able to maintain this very important - and very successful - programme of technical cooperation. He therefore appealed to all donors for financial support in order to enable the secretariat to fulfil this important task.

11. He recalled the Board's decision that, as from 1995, the Working Party should review technical cooperation on an annual basis, on the basis of a report on selected technical cooperation topics, supported by comprehensive information on individual projects as well as on the programme as a whole. The Working Party would thus be expected to determine the particular topic on which the secretariat

should report in the following year. The secretariat would also explain during the informal consultations how it proposed to present the available information on UNCTAD's technical cooperation to assist the Working Party in conducting its annual review.

12. Finally, he observed that, at the current session, the Working Party would also review oral statements arising from its request under paragraphs 3 and 4 of the agreed conclusions adopted at its ninth session. Paragraph 3 of these conclusions requested the Secretary-General of UNCTAD, with respect to the activities of the Programme Coordination and Evaluation Unit, to "keep the Working Party informed at subsequent sessions of the work of this Unit". Accordingly, the Working Party would, as in the past, review a statement made on his behalf covering up-to-date approaches to evaluation and oversight and evaluation activities. Under paragraph 4, the Secretary-General of UNCTAD had been requested to keep the Working Party informed on economies and deployment of resources "necessary to implement adequately the work programme deriving from relevant resolutions and decisions taken by intergovernmental bodies and Conferences". An oral statement would also be delivered on his behalf on this question. As in the past, representatives of the various programmes and Divisions would be available to provide further information and to respond to questions.

Chapter I

REVIEW OF THE TECHNICAL COOPERATION ACTIVITIES OF UNCTAD AND THEIR FINANCING

(Agenda item 3)

13. For its consideration of this agenda item, the Working Party had before it a report by the UNCTAD secretariat entitled:

"Technical Cooperation Programme of UNCTAD, 1992-1993" (TD/B/WP/84 and Add.1).

14. The **Deputy Executive Director of the International Trade Centre UNCTAD/GATT** said that, as stated by the Officer-in-charge of UNCTAD at the recent session of the ITC Joint Advisory Group, ITC and UNCTAD had a dual relationship. On the one hand UNCTAD was a parent organization of ITC; and on the other it was a partner organization for technical cooperation activities. During the past year, and particularly since the appointment of the Executive Director of ITC, a special effort had been made to strengthen this cooperation between the two organizations. Several concrete measures had been agreed to for this purpose: the first was that both ITC and UNCTAD would send an identical circular to their staff informing them that when project proposals were made they should reflect the real needs, irrespective of the fact that the proposed activities fell within the mandate of UNCTAD or ITC, on the understanding that subsequently each organization would inform the other of the needs thus identified. It was also agreed to identify areas where fruitful cooperation could be established through joint projects, for example in such subjects as commodities, human resource development, trade efficiency or international trade logistics.

15. An example of this close cooperation between UNCTAD and ITC was to be found in the area of trade efficiency. For many years, ITC had taken a close interest in ASYCUDA and Trade Facilitation and there had been an intensive exchange of experience through joint missions and training events. Similarly, ITC actively participated in the reparation of the United Nations International Symposium on Trade Efficiency. ITC had been pleased to share with UNCTAD and all the participants in the Trade Efficiency initiative its experience in the area of business information. The success of Columbus bore witness to the capacity of international organizations with similar mandates to amplify their impact and increase the benefits to their common recipients by pooling human and financial resources and working together in an open and constructive manner.

16. The need for such an intensification of cooperation was also recognized by the Trade and Development Board during its discussions of the policy review

of technical cooperation in UNCTAD. On that occasion the Board had stated that the secretariats of UNCTAD and ITC should pursue the matter and had invited them to report to the Board and to the Joint Advisory Group. At its recent meeting, the Joint Advisory Group had also recognized the importance of this close collaboration, and had requested ITC to report on a proposed division of work between ITC and its parent organizations and other related agencies at the next session of the Group. As part of this enhanced cooperation, ITC intended to make full use of the UNCTAD/GATT liaison mechanism, as recommended by Dame Margaret Anstee in her report.

Action by the Working Party

17. At its 107th (closing) meeting, on 14 December 1994, the Working Party adopted the draft agreed conclusions on this item, which were circulated to the meeting in English only. The adopted text was subsequently issued in all languages in TD/B/WP/87. */

*/ For the text of the agreed conclusions, see annex I below.

Chapter II

REPORT BY THE SECRETARY-GENERAL OF UNCTAD ON THE WORK OF THE SECRETARIAT ON PROGRAMME EVALUATION

(Agenda item 4)

and

REPORT BY THE SECRETARY-GENERAL OF UNCTAD ON ECONOMIES AS WELL AS ON THE REDEPLOYMENT OF RESOURCES

(Agenda item 5)

A. Oral report on item 4

18. At the 106th meeting, on 14 December 1994, the Acting Chief of the Programme Coordination and Evaluation Unit made the following statement under agenda item 4:

1. Evaluation and oversight today

(1) Over the past decade, where evaluation has been long-established, the practice of evaluation has itself made necessary a review of the role of evaluation as a management tool distinct from others. The challenge to traditional approaches to evaluation in the public sector has been to come up with meaningful and useful outcomes bearing in mind that institutional goals are frequently vague and ambiguous, at times reflecting symbolic political reasons rather than guides to action. Within the United Nations, evaluators are called upon to investigate the effects of organizational actions in a multi-causal world in which the actions of the United Nations may be only a small part of the way a national or even an international problem is addressed.

(2) Evaluation has evolved and now embraces the traditional focus on objectives and, at the same time, an issue-oriented and problem-solving approach. As is pointed out in the Secretary-General's report to the current session of the General Assembly on evaluation (A/C.5/49/1), "evaluators are viewed more as systems generalists and expert troubleshooters". In this light, evaluation studies should be primarily investigations into problems, issues and areas that governing bodies and senior management are concerned about. At the same time, in the interest of accountability, evaluation, together with monitoring, is emerging as a principal oversight mechanism.

(3) UNCTAD's approach to evaluation, within the limits imposed by availability of resources devoted to oversight, has sought to follow this trend. In addition to the two management analyses on the use of consultants and the development of UNCTAD's computerized systems (including information systems, software packages and data bases), reported to the Working Party at its twenty-first session in 1992, a number of ad hoc issue-oriented reviews/analyses for the senior management of UNCTAD have been conducted since. To give examples:

(a) In the light of member States' emphasis on programme delivery and accountability at various intergovernmental meetings, in particular, the General Assembly and CPC, UNCTAD has conducted an internal management analysis on programme performance, its monitoring and reporting. The study analysed the current situation, drawing lessons from past experience and putting forward some recommendations for improvement in programme delivery, monitoring and reporting.

(b) The mid-term review carried out by the Trade and Development Board in May 1994 was an important event for UNCTAD to assess the performance of the intergovernmental machinery established at Cartagena and to make institutional adaptation mid-way between Conferences. PCEU has provided substantive support to the Secretary-General's preliminary evaluation of the work of UNCTAD since Cartagena from the secretariat's perspective. This included, among other things, a survey of representation at UNCTAD intergovernmental meetings, which was in response to the concern expressed by member States, particularly the least developed countries.

(c) PCEU was also involved in programmatic reviews of UNCTAD in the context of the restructuring of the United Nations Secretariat in the social and economic sectors, decentralization, and in the assessment of the impact of the restructuring on the work of UNCTAD - inputs to the Secretary-General's reports to CPC and General Assembly.

2. Self-evaluation of subprogrammes

(4) As delegations are aware, UNCTAD VIII led to a major re-orientation and restructuring of the work which was reflected in the first revision to the current Medium-term Plan, which was subsequently adopted by the General Assembly at the end of 1992. In turn, the work programmes established by the new intergovernmental bodies were finalized only in the first half of 1993.

(5) Meaningful evaluation can be carried only after a programme of work has been in operation for a period of time which would allow for some assessment of the effectiveness and impact. As a rule of thumb, generally this is reckoned to be a minimum of two years. Owing to the above factors, the new round of self-evaluation per se, as called for by the programme planning rules, actually started after the mid-term review carried out by the Board. This review laid a good ground for the self-evaluation of work programmes. During the second half of 1994, UNCTAD has been conducting self-evaluations on three subprogrammes: Subprogramme 13.9, "Privatization, entrepreneurship and competitiveness"; Subprogramme 14.1, "Structural adjustment and trading opportunities"; and Subprogramme 13.6, "Economic Cooperation among Developing Countries". The self-evaluation of subprogramme 13.9 was finalized in mid-November 1994 and senior management is currently assessing its findings and lessons learnt.

3. Evaluation of technical cooperation activities

(6) During the reporting period, nine evaluations on technical cooperation activities were conducted, mainly in the areas of strengthening the capacities of developing countries in the multilateral negotiations (MTN projects), improving systems and procedures (AYCUDA and DMFAS), privatization and enterprise development, human resources development (TRAINFORTRADE). The list of projects evaluated during the reporting period is to be found in TD/B/WP/84. In addition to the above evaluations, there was, of course, a major policy evaluation on overall technical cooperation since UNCTAD VIII conducted by Dame Margaret Anstee and Mr. Leelananda de Silva (TD/B/40(2)/14).

(7) It should be noted that not all projects are subject to "evaluation". Most UNDP-financed projects do not fall into the UNDP requirements for evaluation owing to their size or other factors. The evaluation of trust-fund projects is more or less on ad hoc basis depending on the requests of individual donors.

(8) In general, evaluation studies of UNCTAD technical cooperation projects have reported positively on many aspects of the activities. In addition to assessing the effectiveness and efficiency, identifying specific management and technical issues and providing recommendations for resolution, including follow-up to the project, project evaluations also serve to provide a basis for drawing broad lessons relevant to future planning, design and implementation of projects. The role of drawing broader lessons is of particular significance, as evaluation lessons from one project may be applicable to a cluster of projects or other similar projects. The summary of the lessons learnt is given in TD/B/WP/84.

Appendix

Revised self-evaluation plan for 1994-1997

1994 - Structural adjustment and trading opportunities (Subprogramme 14.1)

- ECDC (Subprogramme 13.6)
- Privatization, entrepreneurship and competitiveness (Subprogramme 13.9)

1995 - Trade efficiency (Subprogramme 14.3)

- Commodities (Subprogramme 13.2)
- Minimizing the negative effects of transnational corporations and enhancing their contribution to development (Subprogramme 23.2)

1996 - Poverty alleviation (Subprogramme 13.5)

- International competition and trade policies (Subprogramme 13.1)
- Enlarged economic spaces, etc. (Subprogramme 13.8)
- Development finance and debt (Subprogramme 13.3)
- Strengthening the capacity of host developing countries in dealing with matters related to transnational corporations (Subprogramme 23.3)

1997 - Services development (Subprogramme 14.4)

- Global interdependence (Subprogramme 13.7)
- LDCs (Subprogramme 15.1)
- Investment and technology (Subprogramme 17.3)
- Endogenous capacity-building and resource mobilization (Subprogramme 17.1)
- Advance technology assessment system and information services (Subprogramme 17.2)

B. Oral report on item 5

19. Also at the 106th meeting, on 14 December 1994, the Director of the Division for Programme Support and Management Services made the following statement under agenda item 5:

1. Introduction

(1) The UNCTAD secretariat has had a long-standing practice of informing member States periodically about realignment of the secretariat, deployment of staff between Divisions, and economies. This has been done through the mechanism of the consultations of the Secretary-General and also through that of the Working Party. In addition, administrative issuances from the Secretary-General of UNCTAD pertaining to realignment of the UNCTAD secretariat have been made available to delegations.

2. Realignment of the UNCTAD secretariat

(2) At the Consultations on 17 January 1994 the Secretary-General of UNCTAD informed delegations that, once he had received confirmation from Headquarters that the realignment of the UNCTAD secretariat could be pursued, he would proceed. Furthermore, he indicated that the new organizational structure would be communicated to delegations. The main lines of the realignment were announced in February through a circular memorandum from the Secretary-General of UNCTAD to all staff. At the Monthly Consultations held on 11 May, the Officer-in-charge of UNCTAD explained the difficulties faced by the secretariat in preparing an up-to-date organigramme, in particular owing to the organizational and personnel assignment problems and uncertainties created by the incorporation into UNCTAD of the activities covering transnational corporations and science and technology previously carried out at Headquarters. A complicating factor was the fact that Directors for the Divisions concerned had not yet been appointed and that, furthermore, other Director positions were falling vacant. A telephone directory, including an organigramme and the organizational location and titles of officials was issued subsequently and made available to delegations at the Autumn session of the Board in 1994.

(3) The basis for the realignment of February 1994 was the programmatic implications of the General Assembly resolutions relating to restructuring of the economic and social sectors of the United Nations. The realignment was determined by the following basic considerations:

(a) the structure of the subprogrammes assigned for execution to UNCTAD, and the resource base (especially at the senior management level)

of the UNCTAD secretariat, as indicated in the Programme Budget 1994-1995 approved by the General Assembly;

(b) the transfer to UNCTAD, under the conditions determined by the General Assembly in its resolution 47/212B and 48/228, of the Programmes on Transnational Corporations and on Science and Technology for Development;

(c) the strong emphasis that the Secretary-General of the United Nations has placed on the need to establish a critical mass of expertise in key areas, improve programme delivery, reduce fragmentation and achieve economies of scale.

(4) In addition, some other considerations had also to be taken into account in the process of this realignment, such as that: (i) responsibilities for the execution of subprogrammes and activities should be clustered together, depending on the closeness of their interrelations, in distinct Divisions, with provision for clear and simplified reporting lines; (ii) Divisions at the D-2 level should be the basic organizational entities responsible for the execution of subprogrammes.

3. Economies in UNCTAD

(5) Over the past two years, significant economies have been realized within UNCTAD. Thus, 13 posts formerly under the subprogramme relating to trade among countries having different economic and social systems (and consisting of one D-2, two P-5, one P-4, three P-3, two P-2, and four GS) were abolished, together with the post at the ASG level providing for a Deputy Secretary-General of UNCTAD, and 2 other posts (one P-4 and one P-2) under Executive Direction and Management. In addition, two posts (one D-1 and one P-4) under Subprogramme 13.11 (Environment and sustainable development) were transferred to the Department of Policy Coordination and Sustainable Development, New York, as a result of the restructuring which led to the consolidation of cross-sectoral issues pertaining to sustainable development in this new department.

(6) Further significant economies have been realized in the process of the transfer to UNCTAD of the programmes on transnational corporations and science and technology, as has been noted by the Secretary-General in his report to the current session of the General Assembly on the restructuring. In the case of transnational corporations, UNCTAD has assumed full responsibility for the entire work programme but has been allocated 78 per cent (or 52 per cent if extrabudgetary resources are taken into account) of the resources appropriated for these activities in the original programme budget for 1992-1993. In the case of science and technology for development, UNCTAD has assumed responsibility for

three of the four subprogrammes of the work programme but has been allocated 50 per cent of the resources appropriated for these activities in the original programme budget for 1992-1993.

(7) Regarding UNCTAD's extrabudgetary resources, as already stated in our report to the current session of the Working Party, the total expenditure on technical cooperation in 1993 was US$ 20.3 million, showing a slight decline with respect to the peak reached in 1990 and 1991, although this level is substantially higher than that of the 1980s.

(8) As to the programme on transnational corporations, the extrabudgetary resources available following the restructuring have proved to be substantially less than in past years, thereby necessitating a less ambitious technical cooperation programme. Several of the traditional donors to the Trust Fund on Transnational Corporations have cited uncertainty in the programme's future as the reason for withholding their normal annual contribution. So far only two traditional donors (Finland and China) have resumed their contributions. It is hoped that voluntary contributions of member States to the Trust Fund on Transnational Corporations will be restored to their traditional levels as the restructuring takes full effect.

4. Integration of former CTC and CSTD into UNCTAD

(9) The process of integration of the programmes on transnational corporations and on science and technology for development within UNCTAD, following the adoption of General Assembly resolution 47/212.B, was completed in the first half of 1994. The transfer to UNCTAD of these two programmes led to the following positive developments:

(a) The assignment of responsibilities for a set of issues to a single organizational entity. By mobilizing within the same organization the relevant programmes and related resources, UNCTAD has enhanced its role as the most appropriate focal point within the United Nations proper for the integrated treatment of issues in the areas of trade, finance, investment, technology and services. The fragmentation and the duplication of work was consequently considerably reduced;

(b) An improved substantive support for intergovernmental bodies both within UNCTAD and outside;

(c) The transfer to UNCTAD of the resources for the implementation of the programmes on transnational corporations and on science and technology for development has created the expected critical mass

of expertise. The two Programmes mobilize now, in their respective areas of competence, the combined expertise of the former Centres and that of UNCTAD. The expected synergies on a number of major issues have been put in place, such as investment, trade, technology, services, commodities, transnational corporations, privatization, enterprise development, competitiveness and competition policies. These synergies have already become operational and their effect is expected to be extended in future in the context of UNCTAD's internal planning system for the preparation of intergovernmental meetings.

(10) However, the benefit derived from the creation of synergies and of the critical mass of expertise might not entirely offset, in the long-run, the significant reduction of resources, in particular extra-budgetary, involved in the transfer.

5. Authority of programme managers and accountability

(11) The Secretary-General's report to the current session of the General Assembly on the establishment of a system of accountability and responsibility foresees a *"considerable deregulation"* in order to enhance the capacity of managers to redeploy resources to priority areas of work within the scope of their programme responsibility. In the case of UNCTAD, there is a longstanding intergovernmental consensus regarding operational flexibility which was reconfirmed in the Cartagena Commitment ("Methods of work", para. 86).

(12) In the light of these developments, discussions are currently proceeding on decentralization of authority within the United Nations Secretariat. With respect to implementation at Geneva, the Secretary-General has commissioned a management study on delegation of authority. The measures being proposed are expected to increase accountability and to reduce the system's deficiencies by avoiding bottlenecks and by making for more timely decisions, in line with the Secretary-General's views. As the Secretary-General concludes his report to the General Assembly on accountability and responsibility: *"In short, the objective of this exercise should be the creation of a mission-driven and result-oriented Organization in which the Secretariat and the intergovernmental bodies interact on an ongoing basis, but have the confidence to concentrate their efforts on their respective functions: the execution of legislative mandates and the management of programme implementation in the case of the Secretariat and, in the case of the intergovernmental bodies, the provision of mandates and overall policy guidance."*

C. General comments on agenda items 4 and 5

20. The representative of the **United States of America** expressed the hope that the list of programmes and subprogrammes cited by the Acting Chief of the Programme Coordination and Evaluation Unit could be made available to delegations so that they could check it against the Medium-term Plan. With regard to the Acting Chief's comment that some two years' experience with a work programme was needed before the programme could be evaluated, he observed that the structure set up under the Cartagena Commitment to establish ad hoc working groups seemed to have functioned to the satisfaction of most member States. When the Trade and Development Board, at its mid-term review session in May 1994, had terminated the five initial Working Groups, the subprogrammes had continued to exist within the Medium-term Plan, although the intergovernmental machinery had been modified. He hoped that delegations could take heart from what the Acting Chief had said regarding the value of the mid-term review in providing the necessary background for self-evaluation of the subprogrammes, and that the links with the intergovernmental process would not be broken by waiting too long before undertaking the evaluation.

21. Regarding the reference made by the Director of the Division for Programme Support and Management Services to the organigramme of the UNCTAD secretariat, he observed that the secretariat had still not made available a full staff list by Division and by function and grade. Such a list would enable delegations to understand where exactly the staffing resources of UNCTAD were located and how movements of personnel were being effected. He therefore reiterated the request made by member States over the past two years for a more detailed breakdown of UNCTAD staff members.

22. The representative of **France** supported the remarks made by the United States on the need for a detailed staff list. A clear organigramme was a useful tool and made for transparency. It was important for delegations to be able to identify individual staff and their functions. It mattered little that some posts might be vacant or that the secretariat structures were currently undergoing a number of changes: an organigramme could well be revised periodically - say every six months - to reflect such changes.

23. On the matter of programme evaluation, he said that the document prepared for the Working Party on technical cooperation should in future offer a more detailed assessment of the actual results and impact of such activities.

24. Endorsing the views expressed by the previous speakers, the representative of the **Russian Federation** urged the secretariat to prepare an organigramme, if possible by the beginning of 1995, in order to simplify links between delegations and the secretariat. If delegations were furnished with a full list of staff

working in all the Divisions - showing function, grade and exact location - they would know whom to contact for information or assistance. There was nothing confidential about such a list: United Nations Headquarters issued a full list every year, as did UNDP and UNIDO. UNCTAD was simply urged to follow those examples.

25. The representative of the **Islamic Republic of Iran** said that a comprehensive staff list would help to establish a channel of communication between governments and UNCTAD in order to exchange views on matters of interest to development falling within the province of the various Divisions of UNCTAD. It was particularly important to have such a list at a time of scarce resources. Furthermore, the improved channel of communication established by the list would make it easier to consult on the proper timing and precise targeting of technical assistance to specific countries.

26. The Director of the **Division for Programme Support and Management Services**, responding to the request for a list that would show the name, grade, location and functions of all UNCTAD staff members, said that the secretariat had already, in response to the earlier request of the delegations, issued an organigramme of UNCTAD together with the list of all the senior staff by organizational entity, indicating their respective titles, location and telephone numbers. He took note of the fact that delegations now requested an organigramme and staff list similar to a list put at the disposal of the delegations by the Economic Commission for Europe. He would obtain and examine that list. If United Nations Headquarters in New York agreed that UNCTAD could produce a similar list, the secretariat would do so forthwith. If, however, Headquarters were to rule that the "List of Staff of the United Nations Secretariat" issued annually and distributed to Member States was the only document that should be officially made available to delegations, the UNCTAD secretariat would have to follow the ruling of Headquarters. But it was his hope that, armed with the example of the ECE list, the secretariat could secure a favourable response from Headquarters and thus be in a position to issue the list in early 1995.

27. The representative of **Switzerland**, speaking on a point of information, stated that Switzerland had just recently communicated to the UNCTAD secretariat that it had made a substantial contribution to the Trust Fund on Transnational Corporations.

Chapter III

ORGANIZATIONAL MATTERS

A. Opening of the session

28. The twenty-fourth session of the Working Party was opened on 12 December 1994 by Mr. Gomi Senadhira (Sri Lanka), Chairman of the Working Party at its twenty-third session.

B. Election of officers

(Agenda item 1)

29. At its 105th (opening) meeting, on 12 December 1994, the Working Party elected Mr. José Luis Gabilondo (Argentina) as its Chairman and Mr. Mitsuru Kitano (Japan) as its Vice-Chairman-cum-Rapporteur.

C. Adoption of the agenda and organization of work

(Agenda item 2)

30. Also at its 105th meeting, the Working Party adopted the provisional agenda for its twenty-fourth session (TD/B/WP/86), as follows:

1. Election of officers
2. Adoption of the agenda and organization of work
3. Review of the technical cooperation activities of UNCTAD and their financing
4. Report by the Secretary-General of UNCTAD on the work of the secretariat on programme evaluation
5. Report by the Secretary-General of UNCTAD on economies as well as on the redeployment of resources
6. Provisional agenda for the twenty-fifth session of the Working Party
7. Other business
8. Adoption of the report of the Working Party to the Trade and Development Board.

D. Provisional agenda for the twenty-fifth session of the Working Party

(Agenda item 6)

31. At its 107th (closing) meeting, on 14 December 1994, the Working Party approved the draft provisional agenda for its twenty-fifth session circulated informally by the secretariat. (For the provisional agenda, see annex II).

E. Adoption of the report of the Working Party to the Trade and Development Board

(Agenda item 8)

32. At the same meeting, the Working Party adopted the draft report on its twenty-fourth session (TD/B/WP/L.70) and authorized the Rapporteur to complete the final report as appropriate.

ANNEXES

Annex I

REVIEW OF THE TECHNICAL COOPERATION ACTIVITIES OF UNCTAD AND THEIR FINANCING

Agreed conclusions */

Taking into account agreed conclusions 421 (XLI) on technical cooperation activities adopted by the Trade and Development Board on 30 September 1994, and after analysing the technical cooperation programmes of UNCTAD, the Working Party:

1. Takes note with appreciation of the report on technical cooperation activities of UNCTAD and the complementary statistical information submitted by the secretariat (TD/B/WP/84 and Add. 1);

2. Stresses the importance of clear priority setting and the cost effective use of resources in order to maximize the impact of UNCTAD's technical cooperation;

3. Commends the UNCTAD secretariat for its efforts to improve the management and cost-effectiveness of its technical cooperation;

4. Urges the UNCTAD secretariat to continue with the implementation of measures aimed at increasing transparency and overall administrative efficiency, in particular to ensure the allocation of support costs in a transparent and equitable manner, and requests the secretariat to report regularly on the implementation of those measures;

5. Observes that criteria governing the extent and content of technical assistance should include timely consideration of developments in economic restructuring of the user countries both at macro and micro levels vis-à-vis applicability of the technical assistance currently at hand or scheduled to be redesigned;

6. Notes with concern the adverse impact on some of UNCTAD's technical cooperation activities of reduced funding from UNDP;

---

*/ Adopted by the Working Party at its 107th (closing) meeting, on 14 December 1994.

7. Appeals to the Executive Board of UNDP to make its best endeavours to maintain the availability of funds for technical cooperation projects where UNCTAD has a comparative advantage;

8. Welcomes the increasing financial support for UNCTAD's technical cooperation programmes by member States and other donors;

9. Invites donors to increase their level of extra-budgetary contributions, particularly in those areas of UNCTAD's technical cooperation programme where there is as yet an unsatisfied demand;

10. Calls upon the UNCTAD secretariat to explore the possibilities of intensifying cooperation with other relevant organizations, in particular GATT/WTO and the International Trade Centre UNCTAD/GATT (ITC), with the objective of fully utilizing existing strengths, increasing the combined impact, exploiting complementarities and creating new synergies while avoiding unnecessary overlap;

11. Calls for a very close cooperation by UNCTAD and ITC in the implementation of the Trade Point programme following the United Nations International Symposium on Trade Efficiency;

12. Requests the UNCTAD secretariat to report regularly to the Trade and Development Board on its coordination with other relevant organizations in order to allow for a coherent division of labour among the various institutions providing technical assistance in the field of trade and development;

13. Also requests the UNCTAD secretariat to keep the member States and Permanent Missions in Geneva abreast, on a regular basis, of developments and progress in the area of technical cooperation activities;

14. Requests the UNCTAD secretariat to present the documentation for the subsequent sessions of the Working Party that deal with technical cooperation in the following format:

(a) **An annual report** on topics on technical cooperation selected by the Working Party in collaboration with the UNCTAD secretariat, beginning in 1995 with the issue of national capacity-building associated with international trade negotiations;

(b) **An in-depth study** on a technical cooperation programme selected by the Working Party in collaboration with the secretariat, which will allow the Working Party to better evaluate the programme, recommend follow-up action and enhance UNCTAD's comparative advantages, beginning in 1995 with the ASYCUDA programme;

(c) **Reformulate the documentation** submitted to the Working Party to provide, on a Division-by-Division basis, information and analysis on each technical cooperation programme, as follows:

- Content, objectives and features of each programme and its relationship to the work programme
- List of projects, beneficiaries and donors
- Coordination within the secretariat and with other organizations
- Resources allocated
- Time-schedule for implementation
- Main outputs and impact/results/follow-up (including information on any evaluation studies); and
- Problems encountered and solutions proposed.

15. Requests the UNCTAD secretariat to explore the possibility of setting up an evaluation mechanism such as that used in other relevant international organizations.

Annex II

PROVISIONAL AGENDA FOR THE TWENTY-FIFTH SESSION OF THE WORKING PARTY */

1. Election of officers

2. Adoption of the agenda and organization of work

3. Review of the UNCTAD section of the proposed United Nations programme budget for the biennium 1996-1997

4. Provisional agenda for the twenty-sixth session of the Working Party

5. Other business

6. Adoption of the report of the Working Party to the Trade and Development Board.

---

*/ Approved by the Working Party at its 107th (closing) meeting, on 14 December 1994.

Annex III

MEMBERSHIP AND ATTENDANCE */

1. The following States members of UNCTAD, members of the Working Party, were represented at the session:

Argentina
China
Czech Republic
India
Iran (Islamic Republic of)
Japan
Mexico
Poland
Russian Federation
Sri Lanka
Sweden
Switzerland
Tunisia
United Kingdom of Great Britain and Northern Ireland
United Republic of Tanzania
United States of America

2. The following other States members of UNCTAD, not members of the Working Party, were represented as observers at the session:

Austria
Bahrain
Bolivia
Cuba
Denmark
Ecuador
Egypt
Ethiopia
Finland
France
Germany
Honduras
Hungary
Ireland
Italy
Madagascar
Nepal
Netherlands
Norway
Philippines
Qatar
Republic of Korea
Thailand
Zambia

3. The International Trade Centre UNCTAD/GATT was represented at the session.

4. The following intergovernmental organizations were represented at the session:

European Community
Organization of African Unity

---

*/ For the list of participants, see TD/B/WP/INF.30.

كيفية الحصول على منشورات الامم المتحدة

يمكن الحصول على منشورات الامم المتحدة من المكتبات ودور التوزيع في جميع انحاء العالم . استعلم عنها من المكتبة التي تتعامل معها أو اكتب الى : الامم المتحدة ،قسم البيع في نيويورك او في جنيف .

如何购取联合国出版物

联合国出版物在全世界各地的书店和经售处均有发售。请向书店询问或写信到纽约或日内瓦的联合国销售组。

HOW TO OBTAIN UNITED NATIONS PUBLICATIONS

United Nations publications may be obtained from bookstores and distributors throughout the world. Consult your bookstore or write to: United Nations, Sales Section, New York or Geneva.

COMMENT SE PROCURER LES PUBLICATIONS DES NATIONS UNIES

Les publications des Nations Unies sont en vente dans les librairies et les agences dépositaires du monde entier. Informez-vous auprès de votre libraire ou adressez-vous à : Nations Unies, Section des ventes, New York ou Genève.

КАК ПОЛУЧИТЬ ИЗДАНИЯ ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ

Издания Организации Объединенных Наций можно купить в книжных магазинах и агентствах во всех районах мира. Наводите справки об изданиях в вашем книжном магазине или пишите по адресу: Организация Объединенных Наций, Секция по продаже изданий, Нью-Йорк или Женева.

COMO CONSEGUIR PUBLICACIONES DE LAS NACIONES UNIDAS

Las publicaciones de las Naciones Unidas están en venta en librerías y casas distribuidoras en todas partes del mundo. Consulte a su librero o diríjase a: Naciones Unidas, Sección de Ventas, Nueva York o Ginebra.

Printed at United Nations, Geneva
GE.95-50355–February 1995–3,105

United Nations publications